

Commentary on the Model Trustees' Annual Report: The Alltown School Foundation Charity

This example trustees' annual report is for a fee charging day school set up by trust deed with educational aims. It meets the public benefit reporting requirements by:

- including a statement that the trustees have had regard to the Charity Commission's guidance on public benefit
- describing its significant activities undertaken to further its charitable purposes for the public benefit

The example is not designed to be a template nor should it be seen as setting a minimum standard for demonstrating public benefit. Rather the example annual report demonstrates how both legal requirements and the principles by which the commission assesses public benefit might be addressed by an education charity which charges fees. The example is compliant with both the Charities SORP (FRS 102) applicable for financial years beginning on or after 1 January 2015. It should be noted that the required content for the trustees' annual report is also common to the Charities SORP (FRSSE).

Using the commission's suggested approach to reporting public benefit, the reporting narrative demonstrates that the charity is established for purposes which are for the public benefit and explains how the trustees have operated the charity in furtherance of these purposes. In particular, the report provides a summary of the charity's objects, describes the benefits which its education brings and explains its admissions and bursary policies.

In addition, the report explains the wider contribution the educational resources of the Schools makes to both pupils and staff in local state schools.

Some trustees may choose to value the opportunities to benefit their charity provides to those who cannot afford fees and other benefits the charity provides alongside the financial, reputational and other benefits the charity receives from their charitable status. In this example the value of the bursaries awarded and the costs of the 'Teaching Link' programme are provided with a narrative summary of the benefits received and provided by the School. Some trustees may choose to value the tax benefits that flow from charitable status.

The report includes information about activities which a charity can legitimately carry out if it's in its interests to do so, even if they do not count towards public benefit in the context of this school's aims. In this example, the details about environmental initiatives and community access fall into this category.

The Alltown School Foundation Charity

Report of the trustees for the year ending 31 August 2016

The Governors of The Alltown School Foundation Charity present their annual report and audited accounts for the year ended 31 August 2016 and confirm they comply with the requirements of the Charities Act 2011, the trust deed and the Charities SORP (FRS 102).

OUR AIMS

The School operates under a Declaration of Trust dated 12 August 1909 and a scheme which was sealed by the Charity Commissioners for England and Wales on 9 April 1992 which included the regulations for appointment of trustees.

The objects of the School are the advancement of education (including social and physical training) of boys and girls, and in particular to maintain day schools at or near Alltown.

We aim, through our Junior and Senior Schools, to provide a first class education to boys and girls from the ages of 2½ to 18. We seek to provide a structured educational environment that develops our pupils' capabilities, competences and skills. We promote the academic, moral and physical development of our pupils through our academic curriculum, pastoral care, sporting and other activities. We provide an educational environment where each student can develop and fulfil his or her potential, building their self-confidence and inculcating a desire to contribute to the wider community. In so doing, we prepare our pupils for the opportunities, responsibilities and experience of later life.

OUR OBJECTIVES

Our objectives are set to reflect our educational aims and the ethos of the School. It is important to us that we maintain and enhance the academic success of the School.

This objective is, however, set in the context of the broader goals we set for the School and its pupils.

In setting our objectives and planning our activities our Governors have given careful consideration to the Charity Commission's public benefit guidance.

Our key objectives for the year included:

- to broaden our academic curriculum and extend the range of A-level options
- to enhance and improve the co-curricular provision for pupils
- to continue to develop the first class pastoral care we provide for pupils
- to increase pupil numbers at our Junior School
- to provide continuing support of our pupils already in receipt of fee assistance through bursaries
- to increase the provision of means tested bursary places to [x] for the September 2011 intake
- to develop our 'Teaching Links' programme of co-operation and joint working with local state junior and secondary schools
- to play our part in the life of our local community through our community access and service programmes.

REVIEW OF ACTIVITIES AND ACHIEVEMENTS

Pupil numbers and fees

Our educational activities are carried out through our Senior School and our Junior School. Pupil numbers at our Senior School were above target for the second successive year at 1,113. The number of pupils at our Junior School increased in the year to 157 but still remain below our target figure of 165.

Our fee increases this year were restricted by the Governors to an inflationary increase in line with the movement in the Consumer Prices Index of [x] %. Our fees for the current year before the deduction of any means assisted bursaries and scholarships were:

- Pre-school year - £1800 per term
- Junior School - £ 2,400 to £3,900 per term
- Senior School - £ 4,400 per term

Academic

Our GCSE options now include Chinese and Electronics and at 'A' level we have added Chinese and Politics to the curriculum options. In March 2010 the School gained accreditation to offer the International Baccalaureate Diploma. Pupils have actively studied for this diploma since September 2011 with x pupils successfully completing it this year, a success rate of y%.

Our academic results again showed further improvements with our public examination results being the best achieved by the School to date. The curriculum also includes the development of the whole individual, including the 'soft skills' of self-presentation, public speaking, team working, coaching and mentoring of others and social skills. The co-curricular activities are significant for being the main avenue for developing these strengths where we combine the personal interests of our pupils with the opportunities to develop these soft skills. Within the classic classroom the curriculum is used creatively to draw out these skills.

At GCSE 76% of our pupils achieved grades A* and A, improving on the previous year's record of 75%; one pupil achieved 10 A* grades and another achieved 9 A* and one A grade. A further nine pupils obtained 9 A* grades.

76% of our Sixth Form pupils achieved grades A and B, compared with the previous year's record of 73%, with two pupils each achieving 5 A grades and 20 pupils achieving 4 A grades at 'A' level.

The average UCAS points achieved per candidate was 412.60. These results ensured a continued high profile in published league tables and were all the more pleasing given the marked disparity between the performance of boys and girls nationally. Almost all leavers taking up higher education places in 2010 achieved their preferred course.

At our Junior School our younger pupils achieved 100% success at National Curriculum Level 4 in Mathematics and English and all progressed to either our Senior School or the secondary school of their choice.

Co-curricular activities:

Music

About half our pupils learn at least one musical instrument. There are many groups, large and small, playing everything from Early Music to Rock. All Year 7 pupils take part in the Year 7 Choir and many also choose to join the School Choir. The joint Choral Society and orchestras of Alltown School performed Handel's Messiah at Farnsworth Cathedral.

Drama

All our pupils have the opportunity to take part in our Drama productions. This year over twenty separate performances were staged including 'Oklahoma', 'The Dating Game' and 'Lord of the Flies' and involving all age groups. Our 100th Anniversary Show 'Alltown School through the Ages' written by pupils was performed to parents and friends. All pupils take part in Drama performance in Years 7 and 8.

Debating

Our lunch-time debating groups thrive at our Senior School and this year we were delighted to reach the regional final of the English Speaking Union Public Speaking Competition.

Sport

Our philosophy is enjoyment and fitness for all, aiming for each pupil's personal best. Pupils have a free choice of sport, winter and summer, from a wide range of options. Football, hockey, netball, rugby and cricket teams are fielded for most age groups and our results reflect the hard work and enthusiasm of the pupils. From Year 9 rowing is a year round option and athletics is an option in the spring term. We also offer our Senior School pupils the opportunity to participate in chess, karate, kayaking, rowing, sailing, skiing and yachting.

Some of the highlights of the year included:

The U12 Rugby Team took home for the first time in our history the InterCup rugby cup after a stunning and tightly fought final

The U 16 and U18 Girls Hockey Team reached the County Hockey Finals

Rowing Teams won 12 medals in Heads and Regattas and two pupils represented England or Great Britain

One of our pupils represented England Schools' FA U18 XI

12 pupils represented their County at ten different sports: chess, cricket, football, karate, kayaking, rowing, rugby, sailing, skiing and yachting

Details of bursary and scholarship awards

Bursaries

This year the value of means tested bursaries totalled £ [x] and represented [x] % of our gross fees. They provided assistance to [x] of our pupils of which [y] pupils benefitted from a full remission of fees. A hardship fund is also available to help pupils in receipt of bursaries meet the costs of school trips, examination entrance fees and similar expenses. In the year costs of £ [x] were met by the hardship fund.

Scholarships

In addition, the School awarded scholarships to [x] pupils, based on their educational merit and potential, totalling £ [x] and representing [y] % of our gross fees. Of this number, y also qualified for means-tested bursary support and are included in the figures relating to bursary awards.

The progress of pupils receiving scholarships is reviewed at least annually to ensure their progress is in line with their abilities. No scholarships were withdrawn in the year as a result of reviews.

Review

The Governors are currently reviewing our Bursary and Scholarship Awards policies to ensure that able children can accept offers of places at our School through the availability of means tested fee assistance. Our policy is designed to widen access to our School. We anticipate this review will help inform the development of our policy and help ensure the objective of wider access continues to be achieved.

'Teaching Links' programme

Our 'Teaching Links' programme seeks to widen access to our education resources, by bringing independent and state school communities together.

Strand one is a shared educational experience in the areas of sport, drama, music and science and includes shared lessons in the sixth form.

A second strand is to share our expertise and perspectives with colleagues from state schools. This is a growing area of activity and overall the resources invested in this area, recognised by the value of time and support costs, amounted to £ [x] or [y] % of the spend in the year.

Strand one achievements:

Sport

This year, we have made the following facilities and coaching available at no charge to benefit pupils attending local state schools:

- use of the swimming pool for swimming lessons and Junior Schools Swimming Gala
- use of the athletics track and field facilities and astro turf pitches for sports days and sport festivals
- cricket, athletics and rounders coaching in the summer terms
- hockey, rugby and netball coaching in the winter terms

Pupils from local state schools took part in our annual Sports Experience Week, which offers them opportunities to participate in sports not provided at their school (such as fencing, rugby and athletics)

We hosted the annual netball tournament in partnership with 6 local state schools

12 of our pupils are involved in 'Splash and Gym' - a Sunday afternoon activity group for children with learning difficulties

Drama

Our sixth form and Rainbow Academy pupils shared lessons hosted by us in English Literature, Drama and Science and co-produced the school play 'The Dating Game' with a cast drawn from both schools and which played to packed houses for parents and friends

Music

Pupils from local primary schools took part in 'Requiem in Blue' organised by our Junior School's music department. Musicians from Alltown School regularly visit our local primary schools to support their staff and Alltown School musicians assisted Eagle Park Primary School with their production of 'Joseph'

Staff from our music department rehearsed and conducted pupils from 12 separate state secondary and primary schools in a concert at Middleton Cathedral organised and funded by Midshire Education Authority

Science

The School hosted a lecture given by Dr Richmond from Alltown University to support national chemistry week for local and secondary school pupils

School staff organised a 'Science Day' for Year 9 pupils from local schools

The School continues with the Saturday School Shine primary school programme for gifted and talented pupils from six local primary schools

Pupils from our sixth form provided a six week peer group mentoring programme for GCSE students at Locke School

Strand two achievements:

The School participates in monthly meetings of the Alltown Partnership Links – a group of local state secondary school heads and deputies, whose purpose is to raise academic standards with the help of independent schools

The School provides a web links service providing expert advice, guidance and mentoring support to state school teachers on all areas of shared curriculum supported by a monthly Saturday symposium

Alltown School organised a series of 'Cyber Issues' days for teachers of local secondary schools and hosted a specialist software course for staff from local schools

This year we have provided Coaching Clinics for local state school teachers, including courses in coaching rugby, football, netball and cricket. In the year we provided x clinics with y teachers from x number of schools attending

We regard the 'Teaching Links' project as a major success. The positive feedback we have received from the regular liaison meetings held with the Heads of the schools we have worked with supports our view of the success of this programme. We believe the exchange of ideas and the opportunity for our pupils to mix, learn and work alongside state pupils is mutually beneficial.

This work also advances our broader educational aims and has an undoubted benefit when our pupils take their place in the working environment by developing their social and 'softer' skills. We will continue to liaise closely with the Heads of the schools we work with so that the programme continues to meet the needs of those who participate and to deliver success and many other benefits besides, both to our pupils and those in the state sector.

Community Service

Pupils also take part in practical voluntary service in the local community and, in their Gap Year, at our 'twinned' school - Kampala Secondary One in Uganda. Through these opportunities to serve others, our pupils also gain educationally through a meaningful interaction with those outside our School community.

In the year x pupils were involved giving over y hours of volunteer time for x projects.

Environmental Initiatives: Cutting our 'carbon footprint'

The School has just completed its first year as a 'carbon neutral' institution off-setting all its emissions of CO gases: we believe we are amongst the first schools in the world to do this. This is complemented by many practical environmental and recycling initiatives to reduce emissions in our buildings new and old and by educational initiatives. We hope that by setting a good example as an institution, we can help to influence the expectations and behaviour of our pupils as future citizens and leaders providing public benefit.

We estimate our efforts saved x tons of carbon emissions in the year and also contributed a modest financial saving of £y.

Community access

We see Alltown School as a part of a wider community and where we can assist the community without detriment to advancing the education of our pupils we are delighted so to do. The Local Neighbourhood Watch, Alltown Community Orchestra and Old Arms Debating Society all made regular use of our multi-purpose hall and gymnasium free of charge out of school hours.

We were delighted to host for the third year the Alltown Rotarians charity auction of skills and objects d'art in support of our local hospice. The event was a great success and raised over £ [x] for St. Luke's Hospice. Our sixth form pupils ably assisted and provided refreshments and ushering services.

Our Old Fellow Alltownian Association (Old Fellows)

The Old Fellows enjoyed its most successful year ever organising many events including a most successful Spring Ball and a new venture *The Party on the School Park*.

We count over 350 former pupils amongst our Old Fellows and, aside from our annual Old Fellows summer ball at Alltown School, we are pleased to celebrate the continued links in terms of generous gifts, work placements and charity sponsorship for our older pupils, and through the website oldfellows@alltown.org.uk

FUTURE PLANS

The Governors intend to continue their current strategies of maintaining the School's position in a competitive market by investing to provide high quality education for our pupils. Achieving a high standard of academic results is a constant aim whilst maintaining the breadth and depth of the education provided.

The Headmaster and senior staff continue to review the curriculum to ensure that the educational qualifications remain appropriate for our pupils' development.

Our future plans are financed primarily from fee income and from our reserves. The Governors need to maintain an equitable balance ensuring our current pupils benefit whilst, at the same time, ensuring a sound infrastructure and financial base are preserved for the next generation of pupils in the same way as our current pupils benefit today from the investment made in the past.

The Governors view our bursary and scholarship awards as important in widening access to the education our School provides. The Governors are currently reviewing our Bursary and Scholarship Awards policies to ensure that able children can accept offers of places at our School through the availability of means-tested fee assistance. A particularly important issue will be a review of the earning thresholds applied to our bursary awards. The outcome of that review will be implemented in time for the 2017 intake.

The Governors intend to build on the success of the 'Teaching Links' programme by extending our links and exchanges with the state sector and in particular the Rainbow Academy Secondary School. In developing our plans for this programme we will work closely with the Heads of the schools we partner, ensuring the positive contribution to our shared educational aims continues.

Maintaining and, where necessary, developing the fabric and facilities of the School are central to our strategy. Our plans are primarily focused on the Performing Arts and the provision of the new Hall. The completion of the construction of the new Hall is eagerly awaited. The additional gym facilities and drama space that it will afford to both our Junior and Senior Schools are much needed. Other schools will be invited to use these facilities which will also provide a community facility outside of school hours capable of accommodating an audience of nearly 400 in

'flexi seating'. The building work started in July 2014 and is planned to end in early 2017. A Combined Heat and Power unit will be installed in the summer 2017 as part of the project.

We have a programme of planned maintenance and investment with the upgrading of our computer studies suite and science blocks a priority. The main building heating system upgrade will continue as part of a ten-year plan to update the whole system.

Environmental issues are also a high priority and we are making our buildings more energy efficient, seeking the more efficient use of water and supporting local recycling initiatives.

Finally, the Governors have commissioned a report to consider whether the School should move to an incorporated status. This report will consider whether incorporation should take the form of a Charitable Incorporated Organisation or a Company Limited by Guarantee under the Companies Act.

OUR FINANCES

The financial statements show net incoming resources for the year on School activities of £ [x] (2015 £ [x]).

The principal source of income is fees accounting for [x] % of the School's income. The Governors are continuing their strategy of deploying all net incoming resources to investing in the educational purposes and fabric of our Junior and Senior Schools.

As a charity the parents of our pupils have the assurance that all the income of the School must be applied for educational purposes. As an educational charity we enjoy tax exemption on our educational activities and on our investment income and gains provided these are applied for our charitable aims. As a Charity we are also entitled to an 80% reduction on our business rates on the property we occupy for our charitable purposes. The financial benefits we receive from these tax exemptions are all applied for educational purposes and indirectly help us to maintain our bursary policies and 'teaching link' programme.

However, as an educational charity, we are unable to reclaim VAT input tax on our costs as we are exempt for VAT purposes. We also pay tax as an employer through the national insurance contributions we make.

In addition to the very substantial benefits our School brings to our pupils, the local community and society through the education we offer, our bursary programme and our 'teaching links' programme create a social asset without cost to the Exchequer.

Developments and Maintenance

Major projects included the second phase of the heating upgrade which was completed at a cost of £ [x]. Work started on the new Hall in October 2015 with an initial £ [x] spent in the year. There was also substantial investment in the year in gymnasium, information technology and teaching equipment at a cost of £[x], part financed from the Building Fund.

Significant maintenance has been undertaken during the year at both our Junior and Senior Schools and the impairment review undertaken by the Governors has shown that all buildings continue to function fully as intended. Refurbishment of a Physics laboratory was completed at a cost of £[x]. New windows on the northern elevation of the Science wing were installed at a cost of £[x].

River Boathouse

Alltown School has responsibility for the maintenance of the site and The Lady Anna Dwight School has responsibility for all financial operations. For ease of administration the complete revenue and costs are recorded in the accounts of the latter establishment and audited as part of their accounts. A yearly reconciliation takes place thus ensuring income and expenditure are evenly shared and recorded in the respective accounts.

SchoolBus Ltd

SchoolBus Limited is a joint venture trading company wholly owned in equal shares by Alltown School and The Lady Anne Dwight School. The company was formed in March 2010 and exists to provide a service to parents in getting their children to and from school. The Governors are pleased that the joint venture with Lady Anna Dwight School is operating so successfully in ferrying pupils safely from home to school and on school trips. The joint venture also generated a modest contribution of £[x] in the year.

The licensed coaches currently carry over 1,000 pupils per day on twenty two different routes. Those parents using the service pay for all costs, including overheads. The financial plan aims to break even over the course of the financial year with any profits made by the company gift aided to the charities, or deficits shared, on an equal basis.

Reserves and Financial Health

The Governors regularly review the finances, budgets and spend against budget together with a monthly cash flow analysis as part of the effective stewardship of the School.

In common with other independent schools, the Governors have invested substantial sums into new School buildings in recent years and have a continuing programme of refurbishment, development and investment to maintain excellent teaching facilities for our pupils.

Although (as shown in note 19 to the accounts) the free reserves are at a negative balance of (£x), this illustrates the extent of the investment in our School, which is a common practice by independent schools which have to finance their own capital investment plans. The closing value of our tangible assets, property, plant and equipment, was £x.

The Governors consider that given the strength of the charity's balance sheet, the stable cash flow from full student rolls, the ongoing popularity of our School, and the available banking facility that can be called upon if need arises, that there is no current need to build up a free reserve.

The Governors recognise that the level of reserves fluctuates during periods of investment in the School estate and the arrangements with our bank are in place to provide an adequate 'safety net' should it be required.

Investment Policy and performance

Investment activities are managed in line with the requirements of the Trustee Act 2000. The Governors have appointed Amiss and Randall Plc as investment manager. Our investment policy is a medium-risk approach for the growth of the portfolio of investments.

Aside from the investment property, which is part of the endowment of Lord Alltown's legacy, and the building appeal and prize funds which are held in interest bearing notice accounts, the investment manager has discretion about how the investments are managed within the policy parameters set by the Governors. The investment targets are to preserve the real value of investments against inflation and to have a yield of [x] %. Funds not invested are held on deposit to earn interest.

The target for capital preservation of [x] % was not met, although the portfolio grew by [y]%. This was flattered by a periodic revaluation of the investment property and the actual performance was [-x] % after allowing for a transfer from investments to finance our ambitious building programme. However the investment performance compared favourably against the benchmark Universe UK Equities Funds Index where the average change in capital values in the upper quartile of investments was [-x] %. The yield on the portfolio was only [x] % against a target of [y] % reflecting poor dividends and distributions and compared unfavourably to the [x] % yield on notice account deposit accounts.

Pension Liability

The Governors recognise the liability existing in the Midshire County Council pension scheme for non-teaching staff – see notes 24 and 25 of the accounts. The Governors are satisfied that existing cash flows are sufficient to meet any anticipated increases in costs. The Pension liability has been reported within the accounts in accordance with accounting standard FRS 17. For our non-teaching and support staff we offer a money purchase plan (defined contribution scheme) which is operated by Allpensions Insurance UK.

OUR ETHOS, STRATEGY AND POLICIES

Our Governors are responsible for setting a strategy for achieving the objectives they have set. The focus of our strategy is on the development of our pupils, their continued high levels of academic and co-curricular achievement and to further widen access to the education our School provides. In taking forward our strategy we:

- review and benchmark the School's academic syllabus, teaching practices and examination results
- ensure the range of co-curricular activities available to our pupils is stimulating and challenging
- invest in technology and the infrastructure of our School

- co-operate and share resources with local schools
- continue to review and develop our methods for awarding bursaries and scholarships to ensure wider access to pupils from all backgrounds

Our ethos: a caring School serving our local community and society

Alltown School is a charitable trust which seeks to benefit the public through the pursuit of its stated aims. Our fees are set at a level to ensure the financial viability of the School and at a level that is consistent with our aim of providing a first class education to boys and girls.

Our School welcomes pupils from all backgrounds. To admit a prospective pupil we need to be satisfied that our School will be able to educate and develop a prospective pupil to the best of their potential and in line with the general standards achieved by their peers. Entrance interviews and assessments are undertaken to satisfy ourselves and parents that potential pupils can cope with the pace of learning and benefit from the education we provide. An individual's economic status, gender, ethnicity, race, religion or disability do not form part of our assessment processes.

We are an equal opportunity organisation and are committed to a working environment that is free from any form of discrimination on the grounds of colour, race, ethnicity, religion, sex, sexual orientation or disability. We will make reasonable adjustments to meet the needs of staff or pupils who are or become disabled.

Our School is committed to safeguarding and promoting the welfare of our pupils and expects all staff and volunteers to share this commitment.

In the last Independent Schools' Inspectorate report, the pastoral care provided by our Form Tutors, Heads of House and Year, was described as "excellent".

Parents are given regular information about their children's social and academic progress through parent evenings in addition to the traditional end of term and year reports. We maintain regular contact with parents throughout the year through informal contacts and through our newsletter. Older pupils have a Form Tutor and House Tutor responsible for pastoral care and academic development.

We also have a system of student champions who are involved in assisting senior teaching staff in enforcing our very vigorous no bullying policy.

ACCESS POLICY

It is important to us that access to the education we offer is not restricted to those who can afford our fees. We believe our pupils benefit from learning within a diverse community. A great deal of learning occurs through social interaction, conversation and shared experiences which helps our pupils develop an understanding of the perspectives of other people that will be vital in their adult lives.

Our bursary policy together with our 'Teaching Links' programme contribute to a widening of access to the education we offer and the facilities we enjoy.

Teaching Links

Our School is a part of a wider community and we are keen that our staff and pupils participate. Our School also offers a resource to support a range of educational activities for the benefit of local children attending state schools and their teachers. Our Governors are committed to developing our 'Teaching Links' programme of cooperation and joint working with local state junior and secondary schools.

The activities undertaken and the success of our 'Teaching Links' programme are explained in the review of activities and achievements section of this report.

Bursary policy

The Governors view our bursary awards as important in helping to ensure children from families who would otherwise not be able to afford the fees can access the education we offer. Our bursary awards are available to all who meet our general entry requirements and are made solely on the basis of parental means or to relieve hardship where a pupil's education and future prospects would otherwise be at risk for example in the case of redundancy.

In assessing means we take a number of factors into consideration including family income, investments and savings and family circumstances for example dependant relatives and the number of siblings. However, our School does not have a large endowment and in funding our awards we have to be mindful that we must ensure a balance between fee-paying parents, many of whom make considerable personal sacrifices to fund their child's education, and those benefiting from the awards.

The bursary awards range from [x] % to [y] % remission of fees. In the year we awarded x bursaries at an average of £y each.

We also have a hardship fund that supplements bursary awards to pay for co-curricular activities, equipment and school trips. Information about fee assistance through bursaries is provided to all applying to the School. We also advertise the awards each summer in the local press and at local libraries. Further details of our bursary policy and how to apply are available on our website.

The success of our bursary scheme is explained in our review of activities and achievements section of this report. Details of bursary awards are also set out in note 5 to the accounts.

OTHER POLICIES ON ASSISTANCE

Financial planning policy

Timely financial planning is often the key for many parents who are hoping to send their children to Alltown and a school fees plan is available to help those who wish to fund educational costs through regular contributions.

Family discounts policy

To underline the value we place on continuity for families, we offer discounts where parents have more than one child at the School.

PROMOTING HIGH ACADEMIC STANDARDS

Scholarship policy

The purpose of our scholarship awards is to recognise high academic potential or the ability to excel in our co-curricular activities. Our scholarships are awarded on the basis of the individual's academic potential or evidence of exceptional abilities which will contribute to our co-curricular activities. In addition, awards may be subject to conditions imposed by the original donor.

Scholarships are awarded with a fixed remission of fees of between [x] % and [y] %. Where further assistance is required, scholarship awards may be supplemented by a means tested bursary. We advertise the availability of scholarship awards each summer in the local press and at local libraries. Further details of our scholarship policy are available on our website.

Assistance for our teaching staff

As part of our emphasis on attracting and retaining high calibre staff, we offer a discount scheme where staff members choose to educate their children at our School.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Governors, who are also the charity trustees, are responsible for the overall management and control of the Alltown School Foundation Charity and meet six times a year. The work of implementing most of their policies is carried out by the members of the Development Committee and the Finance Committee which meet monthly. The Development Committee and Finance Committee work under the chairmanship of a Governor appointed at the first Governors' meeting each calendar year. The Alltown School Bursar is responsible for co-ordinating the work of the Governors and their Committees, preparation of papers and management accounts and the review of matters arising.

All trustees give of their time freely and no remuneration or expenses were paid in the year. No Governor or person connected with a Governor received any benefit from either means tested bursaries or scholarships awarded to our pupils.

Key management personnel

The Governors consider that they, together with the Head, the Bursar and the Heads of Faculty comprise the Key Management Personnel (see note 19 to the accounts). The Governors give of their time freely and the pay and remuneration of the Head and senior staff is set by the Finance Committee and is kept under annual review. A number of criteria are used in setting pay:

- nature of the role and responsibilities
- competitor salaries in the region
- the sector average salary for comparable positions
- trends in pay

In recent years, flexible pay in the Academy School Sector has affected the ease of recruitment to certain roles. We intend to be in the upper quartile for pay for senior roles in the independent school sector.

The Governors have given delegated authority to the Head to pay higher salaries for exceptional candidates where this is in the interest of the School.

Organisational Management

The Governors determine the general policy of the School. The day to day running of the School is delegated to the Head, supported by senior staff. The Headmaster undertakes the key leadership role overseeing educational, pastoral and administrative functions in consultation with the senior staff. The day to day administration of both Junior and Senior School is undertaken within the policies and procedures approved by the Governors which provide for only significant expenditure decisions and major capital projects to be referred to the Governors for prior approval.

The Head oversees the recruitment of all educational staff, whilst under delegated authority the bursar oversees the recruitment of administrative and non-teaching support staff. The Head and Bursar are invited to attend Governors' meetings.

Other Relationships

The Head is a member of the Head Masters' and Mistresses' Conference which is an opportunity to share expertise, knowledge and experience across the independent school sector. The Conference also permits appropriate representation to Government and regulators of the views of the sector.

Risk Management

The Governors are responsible for the overseeing of the risks faced by the School. Detailed considerations of risk are delegated to the Senior Management of the School. Risks are identified, assessed and controls established throughout the year. A formal review of the charity's risk management processes is undertaken on an annual basis. Risk is managed under the headings of financial sustainability, school safety, student welfare, employment, school trips and events and community access.

The main risks that the Governors have identified and the plans to manage those risks are:

- Reputation. The School's success is built on its reputation for the education and well-being of our pupils. We manage this risk through safeguarding policies, staff recruitment policies, pastoral support for both pupils and staff and active identification and resolution of health and safety related issues.
- Money. Our ability to continue is reliant on pupil fees and the ability to pay bills as they fall due. This risk is managed by marketing activity, having a reputation for academic excellence and active cash-flow management including access to an adequate short-term credit facility for both the School and its subsidiary School Bus Ltd.
- Curriculum. Academic excellence requires the most able teachers with state of the art facilities delivering the curriculum to able students. We manage this risk by combining attractive salaries with additional allowances paid for mathematics, science and foreign languages staff, on-going investment in our estate and an approach to enrolment that works with supportive parents whose children have an appetite for learning and a bursary scheme that recognises pupil achievement and aptitude.

Through the risk management processes established for the School, the Governors are satisfied that the major risks identified have been adequately mitigated where necessary. It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

Governor Recruitment and Training

The Governing body requires breadth and depth of experience to carry out its duties effectively and efficiently. When recruiting new trustees the important attribute is a passion for the work of our Schools and an understanding of education as a holistic and rounded experience of personal growth. We advertise locally and through the Old Fellows for new trustees and through our newsletter to parents. We also invite senior local business people to consider joining our Board. Where possible the Governors consider that the skills and experience of the Board should comprise the following:

- A Governor with a legal background
- A Governor with a financial/accounting background
- A Governor with education experience
- A Governor with senior managerial or business experience
- A Governor with experience of equal opportunities or disability needs
- At least one female Governor and at least one male Governor

One Governor may have one or more of these skills.

GOVERNORS AND CHARITY TRUSTEES

The Governors are the charity trustees of Alltown School Foundation. New Governors' are appointed by the existing Board of Governors. In addition, the Vicar of the Parish of St Martin is an Ex-Officio Governor and one Governor is nominated by the Old Fellows Association. All Governors have served throughout the year except where indicated:

Governors	Development Committee	Finance Committee
L Evelyn (Chairman from 20 November 2009) □	From 20 November 2009	✓
R Marsh (Chairman up to 20 November 2009)	Up to 20 November 2009	Up to 20 November 2009
J E Lever		✓
D C Walters		
Mrs. I L Gillard (from 11 October 2009)	From 11 October 2008	
D P Thomas	✓	
G S Francis (vice chairman)		✓
Miss S Bowles	✓	
P D Parker (retired 31 August 2009)		
T P Fenwick		
S Khan	✓	✓
Ms A Sinton		✓
Dr L Ferdinand		
The Reverend R Willis MA Vicar of St Martin's, Alltown		
Headmaster	D Masson MA	
Senior Bursar and Clerk to the Governors	Ms D Givens FCCA	

CONTACT DETAILS

Addresses:	Alltown School Oldwood Road Alltown Midshire AL2 4TW	Alltown Junior School Lower Ground Alltown Midshire AL1 6KT
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Website www.alltownschool.org
Registered Charity No. 407859

PROFESSIONAL ADVISERS

- Bankers:** Midshire Bank Plc
2 High Street
Alltown
Midshire AL1 1AL
- Solicitors:** Bird Constant LLP
100 New Street
Alltown
Midshire AL1 4BY
- Auditors:** Parkes Clement
Chartered Accountants and Registered Auditors
Woolmer House
77 Marsh Street
Alltown
Midshire AL1 9KL
- Investment Advisers:** Amiss and Randall plc
25 Cheapside
Coskerton
Midshire NN23 7YH
- Surveyors:** Davis Pascoe and Bright
21 High Street
Lever Bridge
Midshire NN5 6GF
- Insurance Brokers:** Sinclair Insurance Brokers Ltd
7 The Close